Municipal Development Program
MDP4

Terms of Reference

For

"Developing the Capacity of Municipalities and Local Communities in Social Inclusion and Citizenship"

West Bank -South

December 2023

1. Introduction

The Municipal Development and Lending Fund (MDLF), as the national development agency in the local government sector, has been mandated to implement the Municipal Development Program (MDP), which is a multi-phase national program that has been financed by the Palestinian government and several international financing partners including Danish International Development Assistance (DANIDA), The World Bank (WB), German Development Bank (KFW), German Technical Cooperation (GIZ), French Development Agency (AFD), Swiss Agency for Development Cooperation (SDC), Belgian Technical Cooperation (ENABEL), and the European Commission (EC).

MDP in its fourth phase (MDP4) has been designed to contribute to the larger Palestinian government objectives related to strengthening local governments by enhancing their efficiency and effectiveness in managing their municipal affairs and moving them towards fiscal stability. MDP4 is a continuation of a national program series that provides financing incentives for the Local Government Units (LGUs) across the West Bank and Gaza Strip (WB&G), and it builds on previous phases.

MDP4 has five components, and this assignment is under the second component that aims to enhance the capacities of municipalities in different areas of expertise in financial management, operation and maintenance, administrative, social, technological and service development. MDLF aims to assist municipalities to transform from old bureaucratic paper-based institutions into modern service-oriented efficient electronic municipalities.

2. Assignment Background

This TOR "Developing the capacity of municipalities and local communities in social inclusion and citizenship" has been based on previous experience of MDLF in the social accountability package implemented in past MDP phases. The social accountability package was implemented in all West Bank and Gaza Strip municipalities. The citizenship and social inclusion (CSI) approach under MDP4 aims to foster social inclusion within local authorities by encouraging the effective engagement of citizens and community groups in planning and service development. This transformative process aligns with the "leave no one behind" principle, as milestone of substantial development goals.

The approach will foster the development of social policies and service delivery planning by municipalities and local communities. The goal is to empower municipalities, to enhance good governance, transparency, efficiency in public service delivery, enhance gender concept and vulnerable groups.

MDLF will implement this intervention through civil society institutions, that will be responsible for designing training programs, developing assessment tools and methodologies in social inclusion, citizenship, democracy, civil society, Gender, and other related subjects to CSI to implement the assignment tasks.

3. Assignment objectives

The main objective of this assignment is to institutionalize citizenship and social inclusion and enhance the responsiveness of municipalities under the mainstreaming "leave no one behind" principle in the regulatory patterns of the municipality to ensure their inclusivity, comprehensiveness and responsiveness to the needs and rights of all community members., through developing guidelines and procedures.

Specific objectives
- Enhancing local democracy and widening civic participation.
- Develop social inclusion strategy through mechanisms and tools to oversee the implementation and evaluation of social inclusion practices.
- Improving services delivery in the municipal sector, specifically for vulnerable groups and marginalized communities.
- Enhance youth leadership skills and participation to lead community initiatives and promote social accountability and civic participation in the local governance.
- Strengthening engagement of people with disabilities in the municipalities.
- Mainstreaming Gender Equality in the municipalities and increasing women's participation in the decision-making process and Gender Audit.

4. Scope of Work

Task one: Improve responsiveness to citizen services	
Description of the task	**Outputs**
➢ Centralized Training on "Leave no one Behind Concept" and "Human-Centered Design Methodology" Social Transformation in municipal services procedures. (Estimated Time is 3 Training Days) Participations may include the mayors, municipal council members (specially the women members), the municipality's employees and Stakeholders. ➢ The results of the training the municipal staff will get on job couching for the "Leave no one Behind Concept" and "Human-Centered Design Methodology" to be implemented on the municipal procedures. The main aim of the training is to enhance municipal capacity and increase the municipal staff awareness to design servicers taking under consideration the citizen needs without discrimination and comprehensiveness in providing the services	Preparation Training Report: this report will include but not limited the following: ▪ Training Material. ▪ Questionnaire if required. ▪ Collected data during the training. ▪ Hosting the meeting. Training Report: this report includes but not limited to: ▪ Detailed attendance Sheet. ▪ Evaluation Analysis for the Training and training Venue. ▪ Feedback of the trainees and Recommendations. Feedback of the trainer and Recommendation. On job couching report per municipality.

Task Two: Mainstreaming gender equality in the municipalities

Description of the task	Output
Within the assignment of a gender audit is a systematic assessment or review process conducted within municipality to evaluate its policies, programs, practices, culture, structure, planning and budgeting, in terms of their impact on gender equality and the promotion of women's rights. The primary goal of a gender audit is to identify areas where gender disparities or discrimination may exist and to recommend actions to address these issues. Gender audits are conducted as a part of the municipality's commitment to gender mainstreaming, which is the integration of gender perspectives into all policies and practices.	Assessment Report: A detailed report outlining the findings of the gender audit. This report includes a comprehensive analysis of existing policies, practices, programs culture, structure, planning and budgeting from a gender perspective. It identifies gap areas where gender disparities, inequalities, or discrimination are prevalent, and mapping of gender Audit area. The report will include Assessment on the current situation, recommendation, and interventions for each municipality.
Training and raising awareness sessions for Stakeholders on the outcomes of the Assessment Report including the Social Transformation which includes specific strategies for transforming social norms, cultural values, and internal working cultural patterns that the organization should take to promote gender equality and women's empowerment. (Estimated Time is 4 Training Days) - Training session for the Mayers and Municipal council members (specially the women members) - Training Session for the municipality's employees and Stakeholders	Preparation Training Report: this report will include but not limited the following: ■ Training Material. ■ Questionnaire if required. ■ Collected data during the training. ■ Hosting the meeting. Training Report: this report includes but not limited to: ■ Detailed attendance Sheet. ■ Evaluation Analysis for the Training and training Venue. ■ Feedback of the trainees and Recommendations. ■ Feedback of the trainer and Recommendation.

Task Three: Mainstreaming disabilities in the municipalities

Description of the task	Outputs
Diagnostic environment for the disability in each community. This report may include but not limited: ➢ **Baseline Survey for the community within the borders of each municipality** ● Desk Review (Palestinian Central Bureau of statistics Reports, Palestinian General Union of People with Disability Reports, and any manual issued by official institutions) referring to the Guideline of disability inclusion prepared by GIZ. ● The Survey will tackle disability issues and collect information. The survey should include the following but not limited: Number of people with disabilities classified upon sex, age, marital status, employment, qualifications, cause of disability, Nature of disability, etc. it will be more elaborated during the Survey Methodology. ● Nature of Services provided to people with disabilities by the Community, NGOs, CBOs, Government, etc.	■ Mapping Report for PWD. ■ Data Base for each municipality ready to be automated in the CSC package. ■ Baseline Survey reports. ■ Implement the recommendation raised by the Readiness of the physical place during MDP4 in a pilot municipality.

➢ **Baseline Survey for each municipality** • Desk Review (Policies and Procedures issued by the MOLG, Municipal Procedures in Operational Management and service providing) • Readiness assessment of the suitability of citizen service center for the needs of people with disabilities in terms of physical place needs. • Assess citizen service Centre on how to response electronically to people with disabilities in terms of electronic speaking systems, Braille, illuminated signs for people with hearing disabilities, and audio recordings for people with visual disabilities, and Applications.	
➢ **Awareness Campaign** ➢ Conduct awareness campaigns about "People with Disability" (PWD). For the rights, needs, and accessibility to the public services. These campaigns should include women, venerable groups, and NGO's participation.	• Public meeting for the disclose the results of the Diagnostic environment for the disabilities in each community (the participants should include disabled people), resulting in recommendation actions for the awareness campaign. • A detailed action plan for the awareness campaign, with the need to involve a social accountability committee that were previously formed in municipalities, and to involve people with disabilities and youth in the design and implementation of the campaign. • Help the municipalities in developing interactive, inclusive platforms for people with disabilities. • Ensured by mainstreaming their issues and concerns in the overall framework through different tools (Tv, Radio, spots, infographics, social media) • Identify community initiatives to improve the role of the disables in the society.

Task four: Mainstreaming disclosure within the targeted municipalities

Description of the task	Outputs

➢ Centralized Training on the disclosure protocol that was developed by the MDLF. (Estimated Time is 3 Training Days) Participations may include the Mayers, Municipal council members (specially the women members), the municipality's employees and Stakeholders.
 	
➢ The results of the training the municipal staff will get on job couching for to be implemented on the municipal procedures.
	Preparation Training Report: this report will include but not limited the following:
	  ▪ Training Material.
	  ▪ Questionnaire if required.
	  ▪ Collected data during the training.
	  ▪ Hosting the meeting.
	
	Training Report: this report includes but not limited to:
	  ▪ Detailed attendance Sheet.
	  ▪ Evaluation Analysis for the Training and training Venue.
	  ▪ Feedback of the trainees and Recommendations.
	Feedback of the trainer and Recommendation.
	
	On job couching report per municipality which will include but not limited:
	  ▪ Standard Disclosure plan (approved by the MDLF & stakeholders)
	  ▪ Implementing the Disclosure plan during Assignment timeframe.
	  ▪ Develop and publish at least three infographic and motion graphic materials during assignment implementation on selected topics by the municipality stakeholders (Financial Issues, Social Issues, Municipal activities, and Plans)
	  ▪ Fact sheet on the financial and administrative report (quantitative and qualitative analysis of the nature of the projects that were implemented throughout the year, indicating the amounts of money spent in accordance with the programs approved in the strategic plan, highlighting the percentage of completion of projects, graphs to show the percentages of spending on programs and operating expenses).

Task Five: Institutionalizing Citizenship, and Social Inclusion (Vulnerable Groups engagement, and Social Accountability Tools)	
Description of the task	**Outputs**
• Centralized Focused conversation meeting (one full day) for mayors and focal points from each municipality. The meeting will aim at building consensuses on the nature of the SA in the targeted municipalities, standardizing the understanding of SA between all mayors. • Training Sessions to tackle the concepts for institutionalizing in the municipal work and services provided: ➢ Centralized Training on Citizenship Concept and Social Inclusion (Estimated Time is 2 Training Days) Participations may include the Mayers, Municipal council members (specially the women members), the municipality's employees and Stakeholders. ➢ Centralized Training on Unified Manual for social Accountability prepared by MDLF. (Estimated Time is 2 Training Days) Participations may include the Mayers, Municipal council members (specially the women members), the municipality's employees and Stakeholders.	Mayors and municipal council members and stakeholders shared a broad and long-term perspective on good governance and human development, along with a sense of what is needed for sustainable development. Preparation Training Report: this report will include but not limited the following: ▪ Training Material. ▪ Questionnaire if required. ▪ Collected data during the training. ▪ Hosting the meeting. Training Report: this report includes but not limited to: ▪ Detailed attendance Sheet. ▪ Evaluation Analysis for the Training and training Venue. ▪ Feedback of the trainees and Recommendations. ▪ Feedback of the trainer and Recommendation.
Coaching the municipal staff on the following: ➢ Monitoring and evaluation framework. ➢ Customer satisfaction tools (taking under consideration the municipal capabilities). Applying Social Accountability tool within the internal municipal procedures and implementation (Stakeholders Dialog, & Public Meeting)	▪ Standard Monitoring and Evaluation Framework ▪ Customer satisfaction tools ▪ Adjusted internal municipal procedures, & Implementation Report for each municipality.
Mass media and social utilization is a crosscutting and ongoing activity for all tasks planning and implementation.	

5. Timeframe

The total duration of this assignment should be completed by 18 months from the date of starting the assignment.

6. Deliverables & Reporting

The NGO is expected to provide the following reports and deliverables for MDLF review and approval:

	Deliverable Name	Breakdown	Expected Due Date
1	▪ **Inception Report**	▪ Detailed Workplan with time frame ▪ The inception report should include work methodology for each task with a timeframe. **(in English)**	After two weeks from signing the contract.
	Deliverables by task		
2	**Task One: Improve responsiveness to citizen services.** Training Report for: ▪ Human-Centered Design ▪ Leave no one Behind Concept.	▪ Preparation Training Report: ▪ Training Report ▪ On job couching report per municipality **(In Arabic)**	To be determined according to workplan
3	**Task Two: Mainstreaming gender equality** ▪ Gender Audit Report ▪ Training Report for Social Transformation & gender equality	▪ Gender detailed report ▪ Preparation Training Report ▪ Training Report **(In Arabic)**	To be determined according to workplan
4	**Task Three: Mainstreaming disabilities in the municipalities** ▪ Baseline Survey Report ▪ Awareness Campaign Report	▪ Mapping Report for PWD. ▪ Data Base for each municipality ▪ Baseline Survey reports. ▪ Readiness of the physical place report ▪ Awareness Campaign report **(In Arabic)**	To be determined according to workplan
5	**Task four: Mainstreaming disclosure within the targeted municipalities**	▪ Preparation Training Report: ▪ Training Report	To be determined according to workplan

		On job couching report per municipality (In Arabic)	
	Task Five: Institutionalizing Citizenship, and Social Inclusion (Vulnerable Groups engagement, and Social Accountability Tools) Training Report for: ▪ Centralized Training on Citizenship Concept and Social. ▪ Centralized Training on Unified Manual for social Accountability ▪ Coaching report	▪ Preparation Training Report: ▪ Training Report ▪ On job couching report per municipality ▪ Standard Monitoring and Evaluation Framework ▪ Customer satisfaction tools ▪ Adjusted internal municipal procedures, & Implementation Report for each municipality. (In Arabic)	To be determined according to workplan
7	Final report	**(in English)**	Max 1 month after the project ends.

Criteria for the selection of the NGO:

- A registered and accredited NGO within the local jurisdiction for the past 5 years.
- An organization where its main objectives are in the following fields: social accountability, social development, local governance, human rights and democracy, conflict resolution and freedom, policy advocacy, Social Inclusion and Citizenship".
- At least 3 years of experience in the implementation of SA in the local government sector.
- Implementation of effective programs: an organization that has programs and volunteers in the local community.
- Recent involvement in studies or evaluation of social accountability intervention.

7. Qualifications

The NGOs shall provide the following key specialists to work under this assignment:

Title	Minimum required qualifications
One Team Leader	o Senior project manager with administration or management background, He/she should have advanced professional and/or academic qualifications in management, development, municipal or related technical/development disciplines. o At least 4 years of experience in managing relevant projects including social and community projects. o Advanced Knowledge in Palestinian cultural dimensions and social fabrics o Experience in building the capacity of local government units' officials in the fields of project designing, procurement, implementation, and monitoring. o Strong analytical, communication, reporting, and people management skills, as well as solid mediating and consensus-building skills.

One Project Coordinator	o Administration or management background, He/she should have advanced professional and/or academic qualifications in management, public relations, media/digital media, public policies, and or municipal related technical/development disciplines. o At least 3 years of experience in managing relevant projects including social and community projects. o Experience in coordination and organization of similar assignments and in working with and building the capacity of local government units' officials in the fields of project designing, procurement, implementation, and monitoring. o Strong analytical, communication, reporting and people management skills, as well as solid mediating and consensus-building skills.
Institutional building experts	o Advanced academic background in Business or public administration, public policy, law, government, and municipality's related disciplines. o Professional experiences for at least 6 years in institutional building, institutional reform, policy reforms, or related field. o Experience in conducting institutional assessment. o Advanced experience in preparing institutional capacity plans and reports. o At least three years of experience in development projects focused on enhancing community participation in decision-making processes. o Capacity and experience in conducting qualitative and quantitative social research and assessments. o At least 5 years of professional experience in communities' social development. o Familiar with the Palestinian culture, traditions, and values across the different regions of the country. o Sound facilitation and moderation skills
Social transfor mation trainer	o At least BA in social sciences, business administration, sociology psychology or any related field. MA is plus. o 6 years of experience in social transformation methodologies o Advanced knowledge in Palestinian cultural dimensions. o Advanced experience in developing transcendent solutions. o Advanced experience in-group norms. o Advanced knowledge in social mobilization tools. o Advance experience in critical thinking. o Advanced experience in cultural and structural analysis.
Gender Audit expert (training experience).	o At least master's degree in Gender Studies, Women's Studies, Sociology, Anthropology, International Development, Human Rights, law, business, or a related field provides a strong foundation. o Certification in gender audit. o Proven extensive experience in social transformation. o Deep understanding of gender theories, intersectionality, and the ability to conduct in-depth gender analyses to identify disparities and inequalities. o Proficiency in conducting comprehensive assessments, gathering data, and analysing policies and practices from a gender perspective. o Competence in developing frameworks for monitoring and evaluating gender equality initiatives, tracking progress, and measuring impact. o Strong communication skills to effectively communicate findings, create awareness, and advocate for gender equality within the organisation. o Ability to engage diverse stakeholders, including vulnerable and marginalized groups, and ensure their active participation in decision-making processes. o Can collect, analyse, and present sex-disaggregated data and produce comprehensive reports to support decision-making.

	o Ability to address conflicts arising from gender-related issues and mediate discussions to foster understanding and cooperation.
	o Understanding of gender theories, intersectionality, and the ability to conduct comprehensive gender analyses to identify disparities and inequalities within organizations.
	o Capability to develop gender-sensitive policies to promote equality and inclusion.
	o Proficiency in research methodologies, data collection, and analysis related to gender issues. Competence in conducting gender assessments and audits.
	o Ability to design and deliver training programs and workshops to raise awareness and build capacity among staff and stakeholders on gender equality issues.
	o Competence in developing monitoring and evaluation frameworks to track progress, impact, and ensure accountability for gender equality initiatives.
	o Strong written and verbal communication skills to communicate findings, produce reports, and advocate for gender equality within the organisation.
	o Proficiency in collecting, analysing, and presenting sex-disaggregated data to support evidence-based decision-making.
Expert in disability issues	o Master's degree in Disability Studies, Special Education, Rehabilitation Counselling, Social Work, Psychology, or a related field.
	o In-depth knowledge of disability rights laws, such as Palestinian disability law and the United Nations Convention on the Rights of Persons with Disabilities (CRPD).
	o Strong understanding of various disabilities, their impact on individuals, and the ability to engage with individuals of diverse disabilities with sensitivity.
	o Experience in developing and implementing inclusive policies, practices, and procedures within organisations to ensure accessibility and accommodation.
	o Knowledge of accessibility standards (e.g., WCAG - Web Content Accessibility Guidelines) and technologies that facilitate accessibility for individuals with disabilities.
	o Ability to design and deliver training programs to raise awareness, educate staff, and promote a better understanding of disabilities and inclusion.
	o Proficiency in collaborating with diverse stakeholders, including individuals with disabilities, disability organisations, government agencies, and advocacy groups.
	o Experience in conducting assessments to identify barriers to inclusion and developing accommodations to ensure equal access and participation.
	o Capability to create accessible communication materials and ensure information dissemination in formats suitable for various disabilities (e.g., Braille, audio descriptions, easy-to-read formats).
	o Ability to lead and guide organisations in developing long-term strategies for disability inclusion and fostering a culture of diversity and accessibility.
	o Understanding of diverse cultural perspectives within the disability community and the ability to address intersectional aspects of disabilities, such as race, gender, and socio-economic status.
	o Social and structural transformation capacities.
Monitoring and evaluation expert	o At least a master's degree in business administration, monitoring, and evaluation, public policies, statistics, or any other related field.
	o At least five years' experience in the field of evaluation and monitoring.
	o Participatory monitoring and reflection processes are pluses.
	o Vast experiences in social and developmental work.
	o Advanced knowledge of the social Palestinian context.

Two Institutional Social accountability expert (training experience)	o At least 5 years of experience in conducting training in similar projects including social and community projects, lobbying and advocacy, media and digital media, participatory planning, monitoring, and evaluation. o Experience in building the capacity of local government units' officials in the fields of project designing procurement, implementation, and monitoring. o Training experience in policy papers, position papers, and action research. o Training experience in observatory reports, and performance reports. o At least 6 years' experience in institutional building, institutional reform, policy reforms, or related field. o Experience in conducting institutional assessment, institutional capacity plans. o At least three years of experience in development projects focused on enhancing community participation in decision-making processes. o Experience in conducting qualitative and quantitative social research and assessments. o At least 5 years of professional experience in communities' social development. o Strong analytical, communication, reporting, and people management skills, as well as solid mediating, moderation, and consensus-building skills

Note: The team that have gender balance are a plus.

The team that has experience in working together is a plus.

8. Contract Type and payments schedule

This contract is a lump-sum contract. Payments will be arranged according to the following:

- **Payment 1**:**10%** of the contract amount upon the submission of the inception report acceptable to the client.
- **Payment 2**: **10%:** Upon completion of **Task One** and submitting all required deliverables. After being approved by the MDLF and each municipality.
- **Payment 3**: **10%**: Upon completion of **Task Two** and submitting all required deliverables. After being approved by the MDLF and each municipality.
- **Payment 4**: **20 %:** Upon completion of **Task Three** and submitting all required deliverables. After being approved by the MDLF and each municipality.
- **Payment 5**: **20%**: Upon completion of **Task Four** and submitting all required deliverables. After being approved by the MDLF and each municipality.
- **Payment 6**: **15%** Upon completion of **Task Five** and submitting all required deliverables. After being approved by the MDLF and each municipality.
- **Payment 7**: **15%**of the contract amount upon the submission of the final report acceptable to the client.

9. Contract Management

The Municipal Development and Lending Fund (MDLF) will be responsible for coordinating activities with the consultant, processing payments, and for acceptance of the deliverables. The project will be managed by **Hazem Kawasmi, Director of Operations**. His address is:

Municipal Development and Lending Fund, Al-Amal Tower, Al-Balou', Al-Bireh, Palestine.

Tel: 02-2426610   Fax: 02-2426617   hkawasmi@mdlf.org.ps

Annex A: List of Municipalities

South West Bank

No	Municipality Name	Governorate
1	Al-Daheriyya	Hebron
2	Bani Neim	Hebron
3	Seier	Hebron
4	AL-Samue	Hebron
5	Beit Kahel	Hebron
6	Yatta	Hebron
7	Khalat Al-May	Hebron
8	Al-Shoyukh	Hebron
9	Al-Karmel	Hebron
10	Battir	Bethlehem
11	Beit Sahur	Bethlehem
12	Bethlehem	Bethlehem
13	Zatarah	Bethlehem
14	Al-Ubeidiyya	Bethlehem
١٥	Tuqua	Bethlehem
١٦	Beit Ummar	Bethlehem
١٧	Al-Doha	Bethlehem
١٨	Beit Jala	Bethlehem